

NEW

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Directions

The Ministry of Health and Long-Term Care has reached a key milestone in rolling out the administrative support model that will ensure branches, divisions and cross-functional teams have the administrative support they need, when they need it. As the model is implemented, administrative support staff will benefit from operating within a framework of roles, accountabilities, workload distribution and performance management that is consistent across the ministry, as well as from new opportunities for learning and development.

The model was introduced in July 2008, with the executive assistant (EA) positions reviewed as the first stage of implementation. This review involved matching EA positions in the ministry to EA positions in the new administrative support model. The ministry has now moved into the next stage of implementation.

Matching positions completed for new administrative support model

The ministry's assistant deputy ministers announced on Oct. 2, 2008 that work to match classified administrative support employees to positions in the new model has been completed. All positions that provide administrative support to divisions, branches or units were reviewed. Under the new model, there will be a change in reporting relationship for administrative professionals to the newly-created position of manager, administration within each division. There is no loss of jobs associated with this announcement.

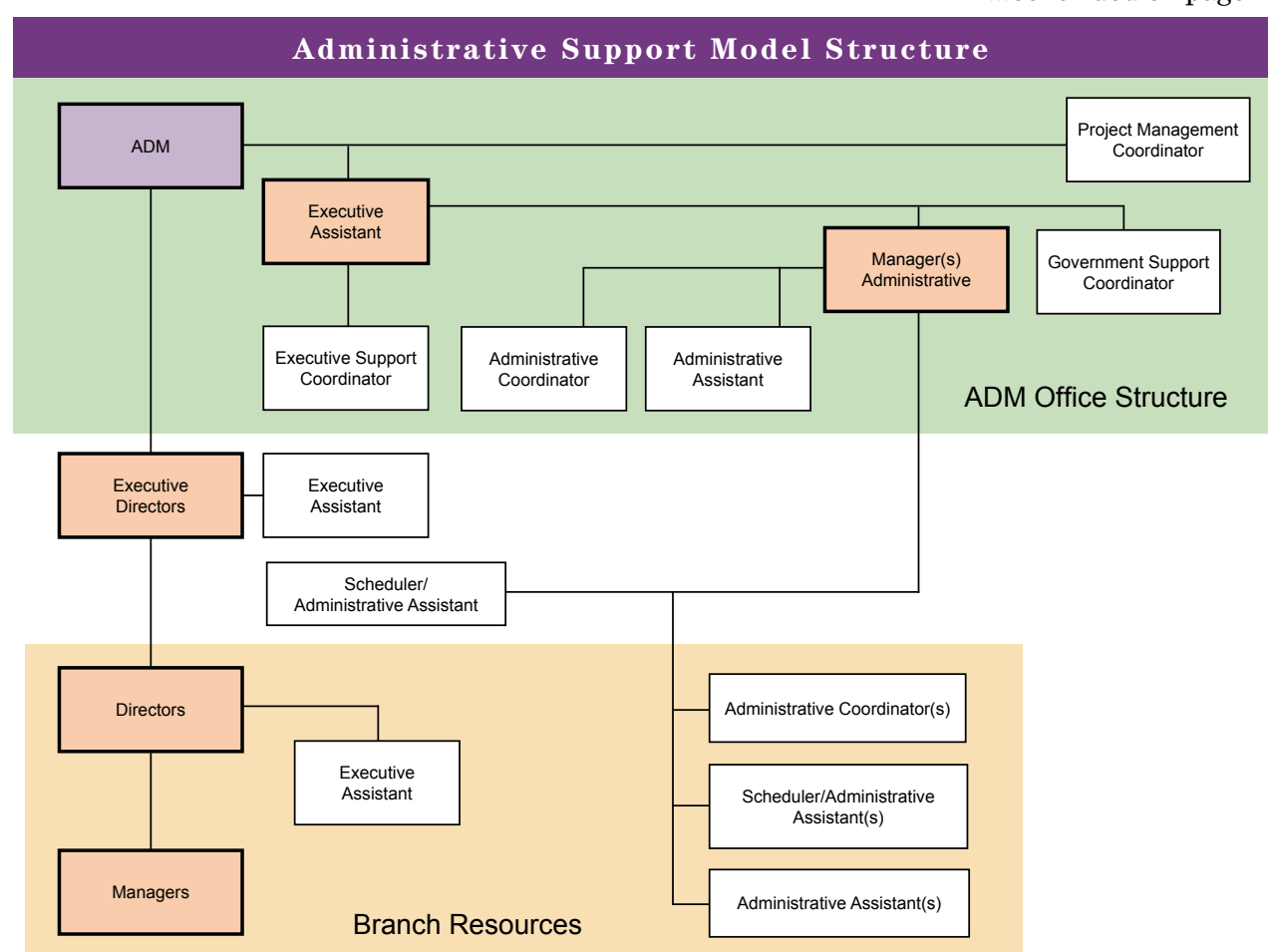
Administrative staff will now be assigned to a branch and may be temporarily assigned to projects, teams or work across branches or other divisions. This aligns with the ministry's collaborative, cross-divisional method of working under stewardship. These assignments will be made on the basis of need and staff capacity.

"Administrative staff will gain experience and knowledge working across program areas and divisions," said Debbie Fischer, Assistant Deputy Minister, Transition. "This will make the most effective use of their vital resources and strengthen their contribution to the ministry. Being able to apply their new skills in a variety of work environments will also open up new opportunities for career development."

The new model streamlines the ministry's more than 70 existing administrative support roles to eight core roles (see box on page 2). These new positions were classified according to OPS policies and guidelines.

These core administrative support positions were designed to ensure consistency in responsibilities, competencies, practices and standards across branches and divisions, Fischer said. At the same time, they give the ministry some flexibility to share

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administrative talent within and across branches and divisions to meet its business needs.

The project management coordinator and the government support coordinator positions were also examined and defined as part of the administrative support project. Although not part of the administrative model, these positions were reviewed because of their strong links to administrative functions. These roles report into the assistant deputy minister's office.

Administrative support staff will be assigned to a specific branch as their primary responsibility, and will report directly to the division's manager, administration, who will oversee and coordinate the administrative support workload. The role will also make sure administrative support staff have the skills needed to work in a stewardship environment.

It's expected that each manager, administration, will oversee 15 to 20 administrative support employees, depending on the division's requirements. This new position, in turn, will report to the assistant deputy minister's executive assistant. The

manager, administration positions were posted in August and many will be filled shortly.

The effective date for matched employees to assume their new roles and begin reporting to their division's manager of administration is Dec. 15, 2008. In the interim, divisional senior management teams will determine the administrative branch assignments.

A key focus of the new administrative support model will be on staff development. Courses in the Learning Program for Administrative Professionals offer content tailored to meet their specific learning needs.

"Working in cross-divisional projects, teams and assignments will increasingly give administrative professionals a wider exposure to the ministry's various operations and will help them expand their skill sets," Fischer said. "Future opportunities for learning and development offered to administrative professionals will reflect the skills and competencies required by this type of cross-functional work." ■

What the new administrative support model means

A different way of working — The new model supports a collaborative, team-based approach.

New roles — The manager, administration is a new role that will oversee and coordinate the administrative support workload within a division.

Streamlined administrative processes — Processes are being redesigned to make them more efficient.

More development opportunities and focused training — The Learning Program for Administrative Professionals provides opportunities to develop the competencies and skills needed to work effectively in a stewardship organization.

How the new model works

